



**CITY U**

# ***Employee Engagement Survey***

**City Council Presentation**

**2019**



# Today's Agenda



Purpose, Process and Outcomes



Engagement Objectives



EES III Survey Results



Recommendations and Next Steps

# Employee Engagement Objectives

- **Understand the factors that contribute to employee engagement**
- **Learn the reasons why employees stay and consider leaving the organization**
- **Understand the areas of opportunity to enhance employee engagement**
- **Empower leaders through building knowledge, awareness and coaching**
- **Align action planning with current city initiatives and individual goals**

# Recommended *Targets for Action*

- **City and Department Management** – *Transparency, appreciation, trust*
- **Leverage the Strength of “Direct Supervisor” Relationships** – *Flexibility, communication, appreciation*
- **Compensation and Benefits**– *Pay proportionality, satisfaction with compensation process*

# Survey Participation

- **Survey Administration: 2/25/2019 – 3/21/2019**
- **Eligible Participants: 2397**
- **Two Surveys:**
  - **Part I – General Items (74%)**
  - **Part II – Leader Items (72%)**

Group	Completion Percentage (Previous Administration)	Count
The City of Durham	74% (73%)	1702 of 2397
Admin & Support	93% (91%)	114 of 122
Community Building	84% (94%)	171 of 203
Governance	93% (76%)	37 of 40
Public Safety	71% (64%)	693 of 982
Public Services	72% (75%)	686 of 949

# Survey Participation

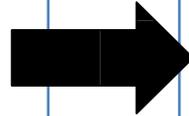
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- **Two Surveys:**
  - **Part I – General Items (74%)**
  - **Part II – Leader Items (72%)**

Group	Departments Represented
<b>The City of Durham</b>	<b>ALL</b>
Admin & Support (93%) – 114 of 122	Audit, Budget, EOE, Finance, HR & TS
Community Building (84%) – 171 of 203	C/C Inspections, C/C Planning, Community Development, NIS, Transportation, Economic & Workforce Development
Governance (93%) – 37 of 40	City Attorney, City Clerk, City Manager
Public Safety (71%) – 693 of 982	Emergency Communication, Fire, Police
Public Services (72%) – 686 of 949	Fleet, General Services, Parks and Recreation, Public Works, Water Management

# Survey Content: Responses are Anonymous

## Major Scales

- Employee Engagement
- City Management
- Department Management
- Team Member
- Job
- Satisfaction
- Direct Supervisor



## Scale Measurement

- Composite of index specific items
- Scored from 0% to 100%
- Measures the % of employees engaged
- Employee engaged if average rating of index items is 3.65 or above

## Other Measures

- Satisfaction Change
- Intent to Stay
- Employee Net Promoter Score (ENPS)
- Equity
- Free Responses

# Dashboard: Fundamental Metrics



31%

Recommend the City  
as a Good Place to  
Work

(ENPS Score: Negative 6)

66% (+6)

Are satisfied at  
work

28% (+2)

Are more satisfied  
today, 30% less  
satisfied than 6  
months ago

## *Intent to Stay*

- More than 10 years: 39% (660)
- 5 to 10 years: 26% (441)
- 3 to 5 years: 14% (229)
- 1 to 3 years: 16% (272)
- Less than 1 year: 6% (100)

## *Why employees STAY Themes*

- Benefits 23%
- Duties 18%
- Co-Workers 15%
- Career 10%

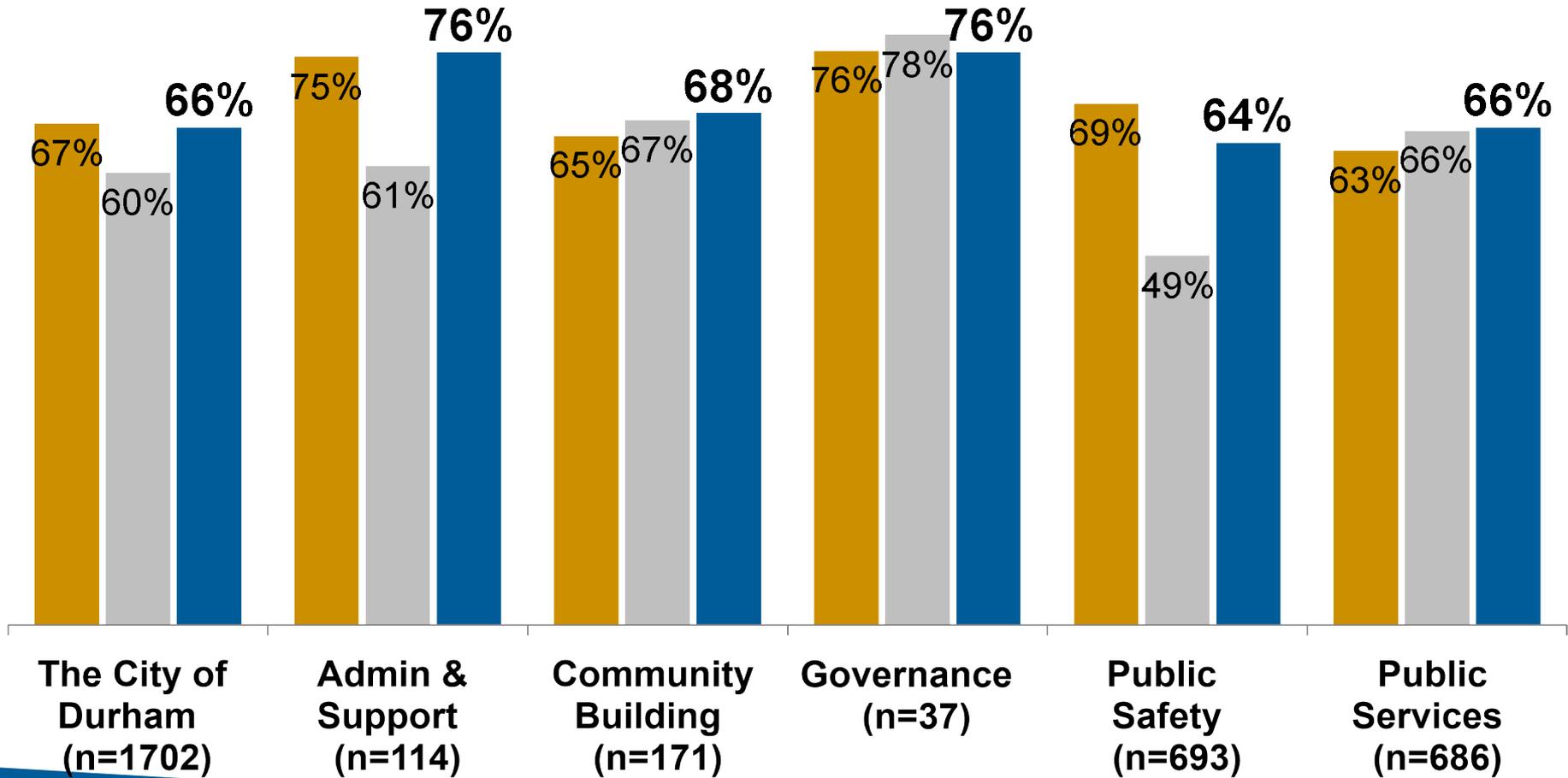
## *Why employees may LEAVE Themes*

- Pay 28%
- Leadership 26%
- Career 11%
- Duties 8%

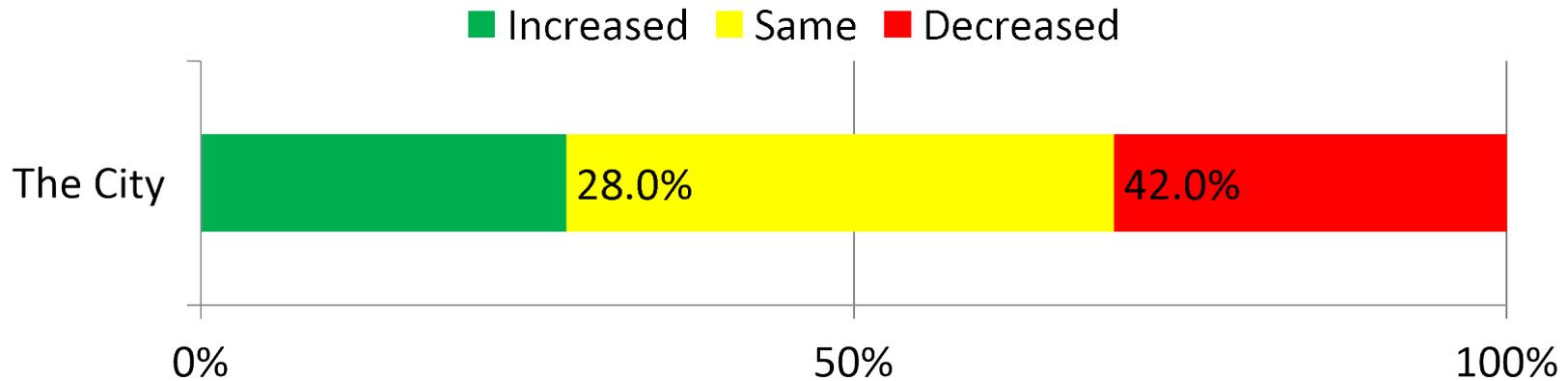
# Satisfaction at Work Scale

## Percent Engaged

■ 2015 ■ 2017 ■ 2019



# Satisfaction Change – Up 2 Points



Portfolio	Percent Increased
Admin & Support	25% (-2)
Community Building	24% (-5)
Governance	19% (+3)
Public Safety	30% (+10)
Public Services	28% (-3)

**LEADERSHIP** is the #1 reason for increased or decreased satisfaction.

# Willingness to Recommend as a GOOD Place to Work

Goal: 30 or higher; Moderate: 1-30; Focus: 0 or below

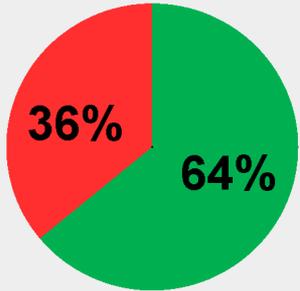
<i>How likely are you to recommend the organization as a <b>good place to work</b>?</i>	ENPS (-100 to 100)		Detractor Count	Passive Count	Promoter Count
	2017	Current	Current	Current	Current
<b>The City of Durham</b>	<b>-8</b>	<b>-6</b>	<b>632</b>	<b>539</b>	<b>531</b>
Admin & Support	17	16	26	44	44
Community Building	16	14	47	53	71
Governance	30	14	9	14	14
Public Safety	-43	-19	306	213	174
Public Services	9	-2	243	215	228

2015 ENPS: -1

# Engagement Scales

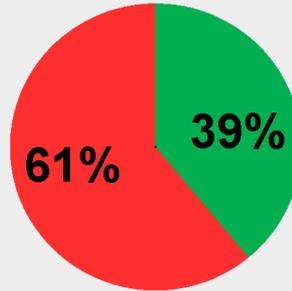


## Employee Engagement



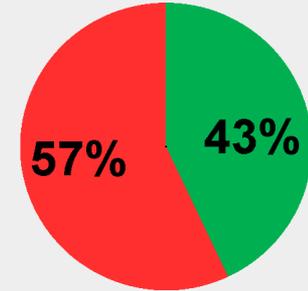
Previous: 58%

## City Management



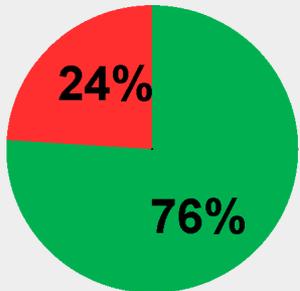
Previous: 41%

## Dept. Management



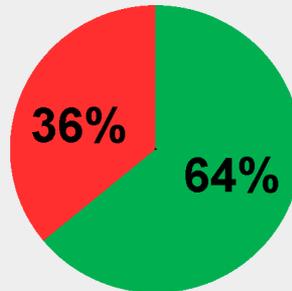
Previous: 43%

## Team Member



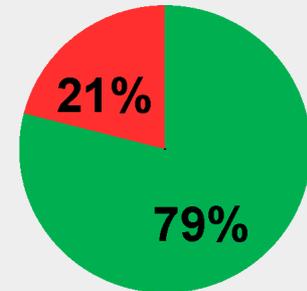
Previous: 72%

## Job



Previous: 58%

## Direct Supervisor

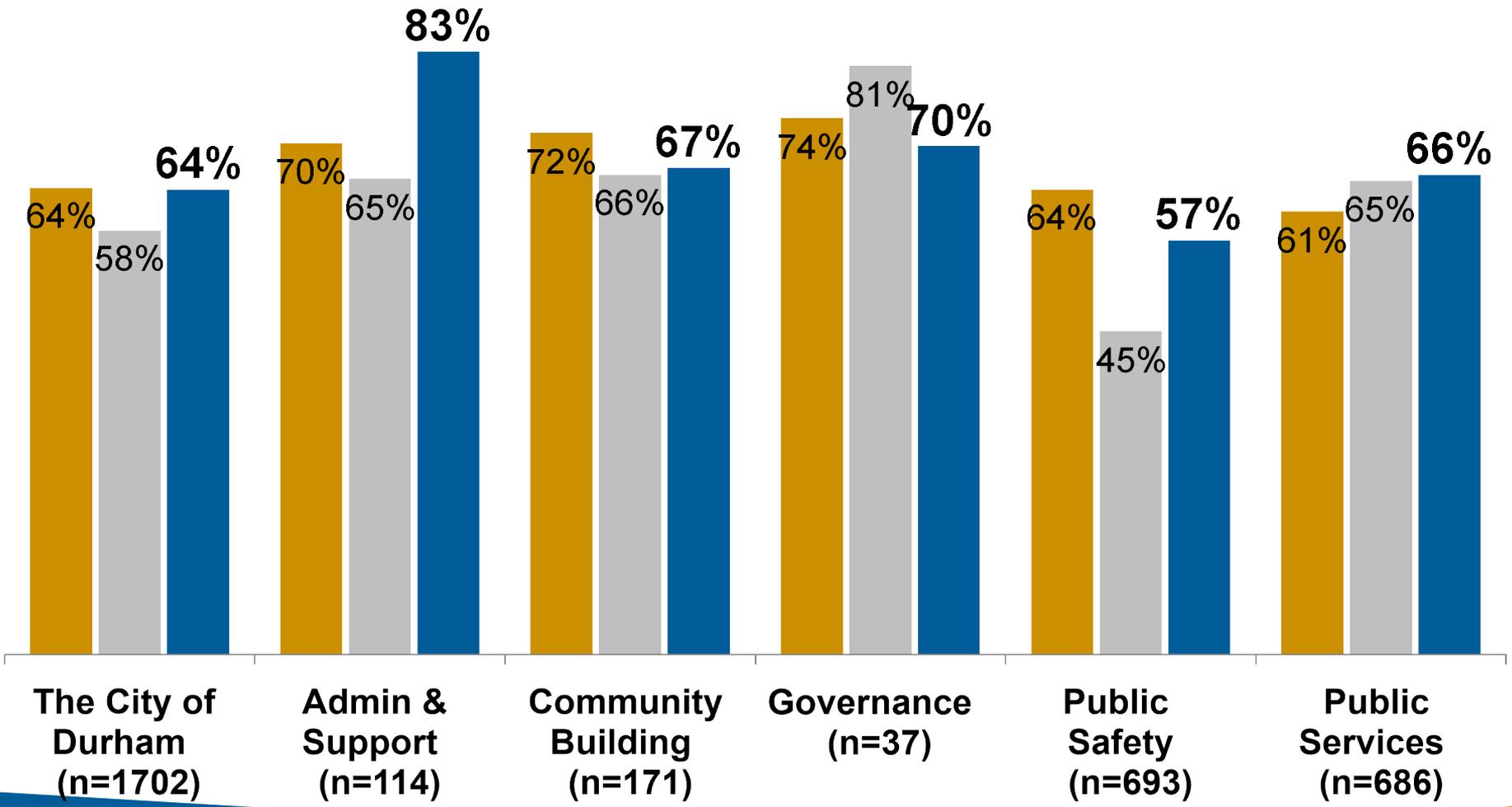


Previous: 77%

# Employee Engagement Index

## Percent Engaged

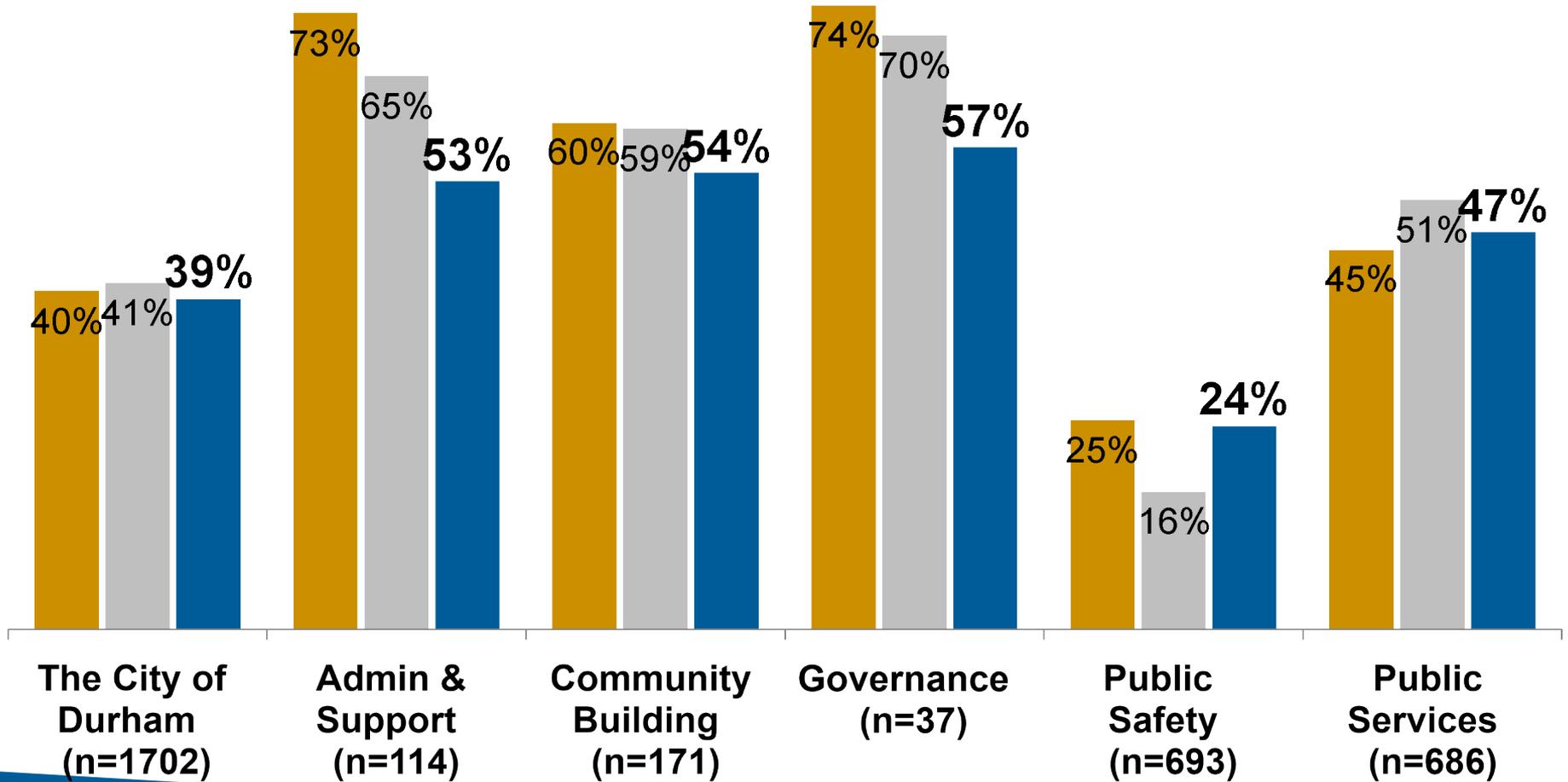
2015 2017 2019



# City Management Scale

## Percent Engaged

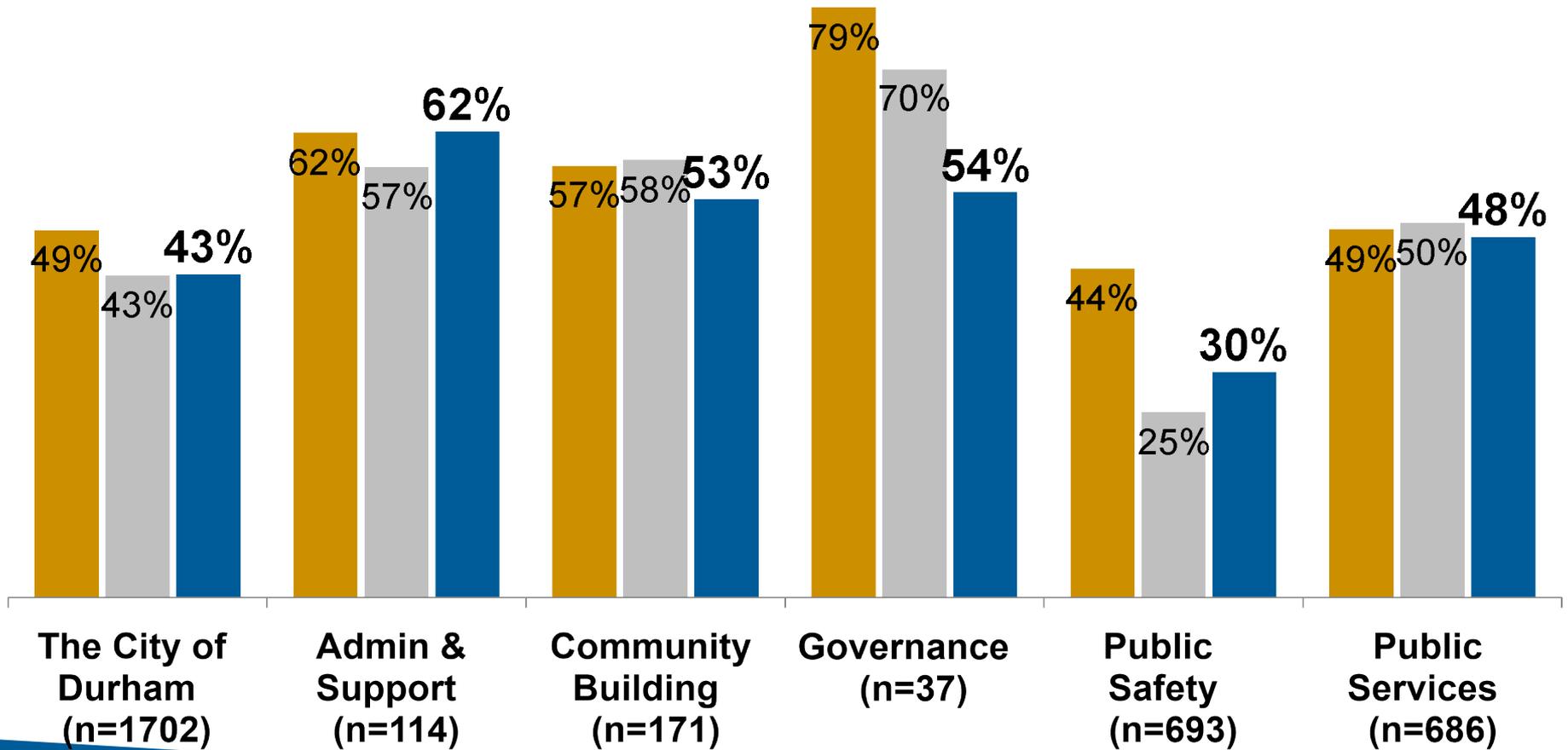
■ 2015 ■ 2017 ■ 2019



# Department Management Scale

## Percent Engaged

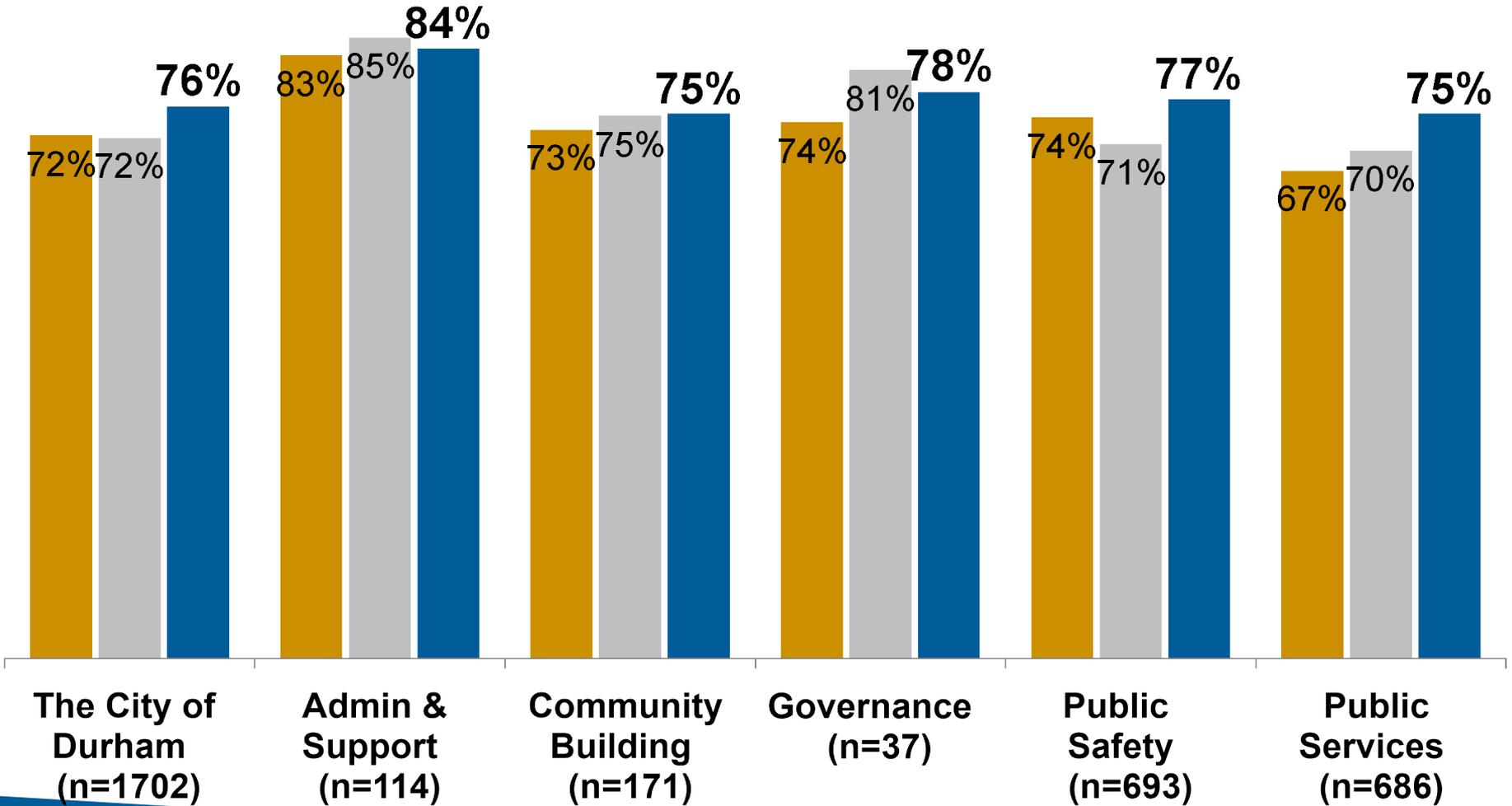
2015 2017 2019



# Team Member Scale

## Percent Engaged

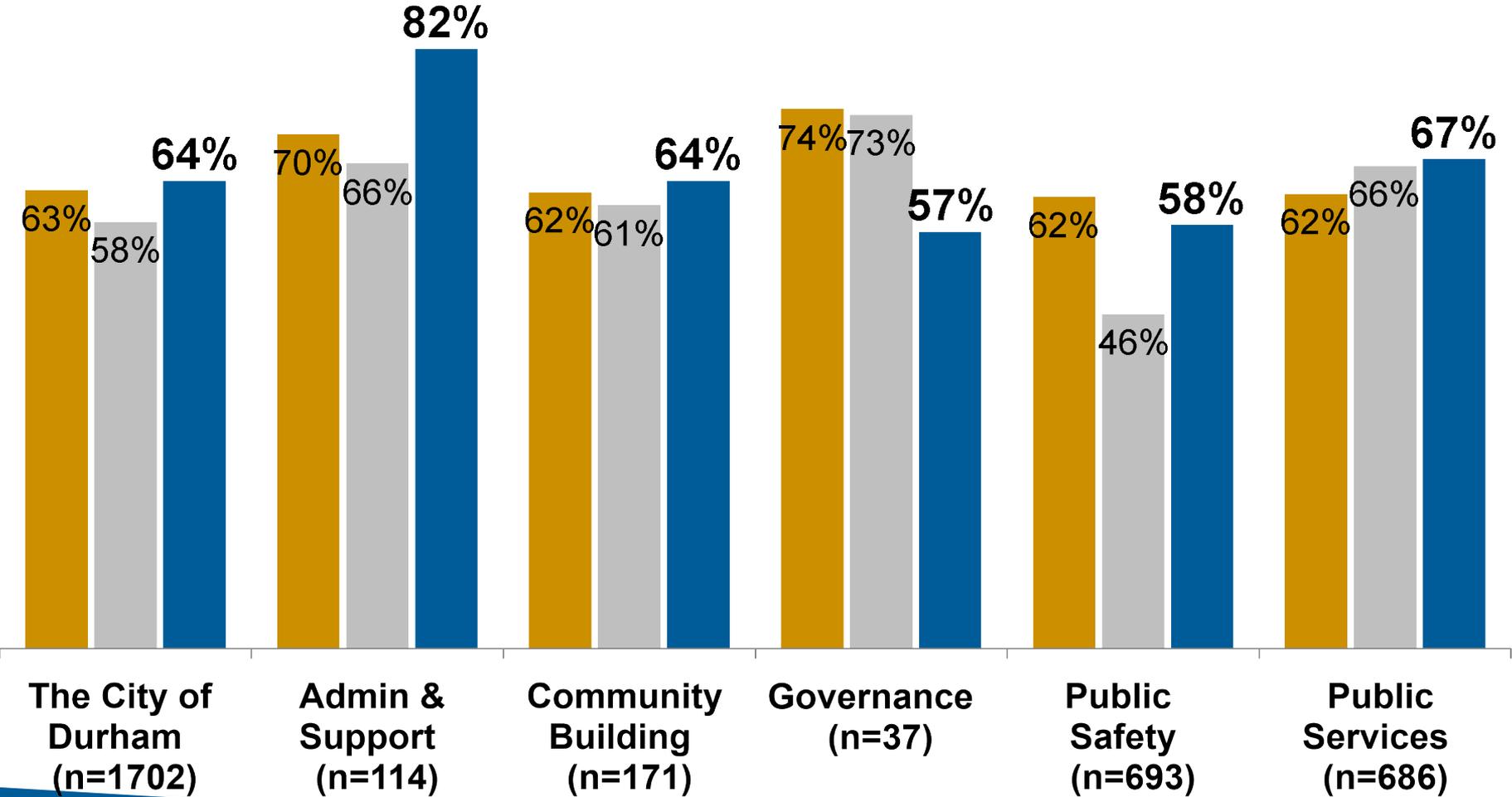
2015 2017 2019



# Job Scale

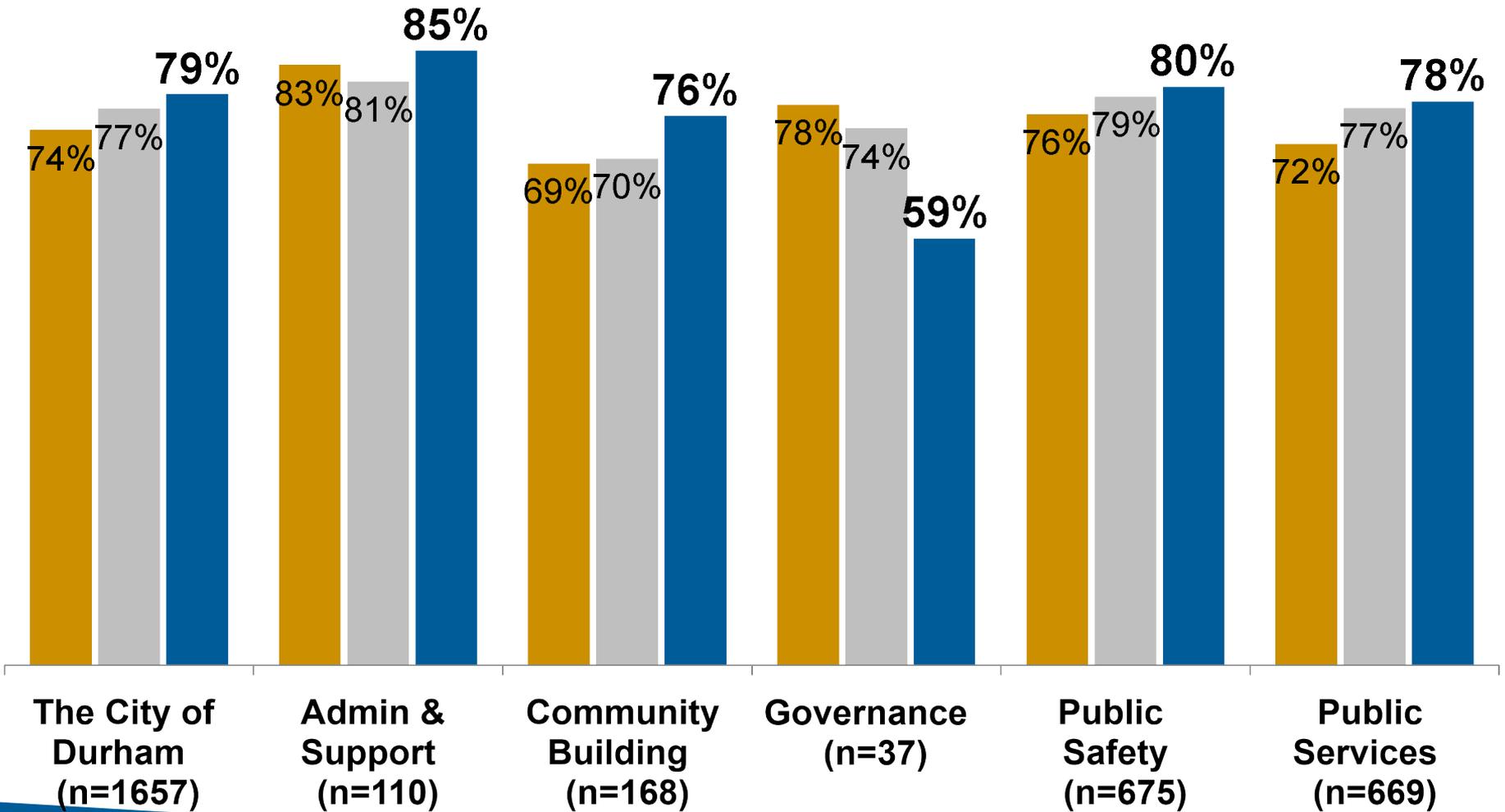
## Percent Engaged

2015 2017 2019

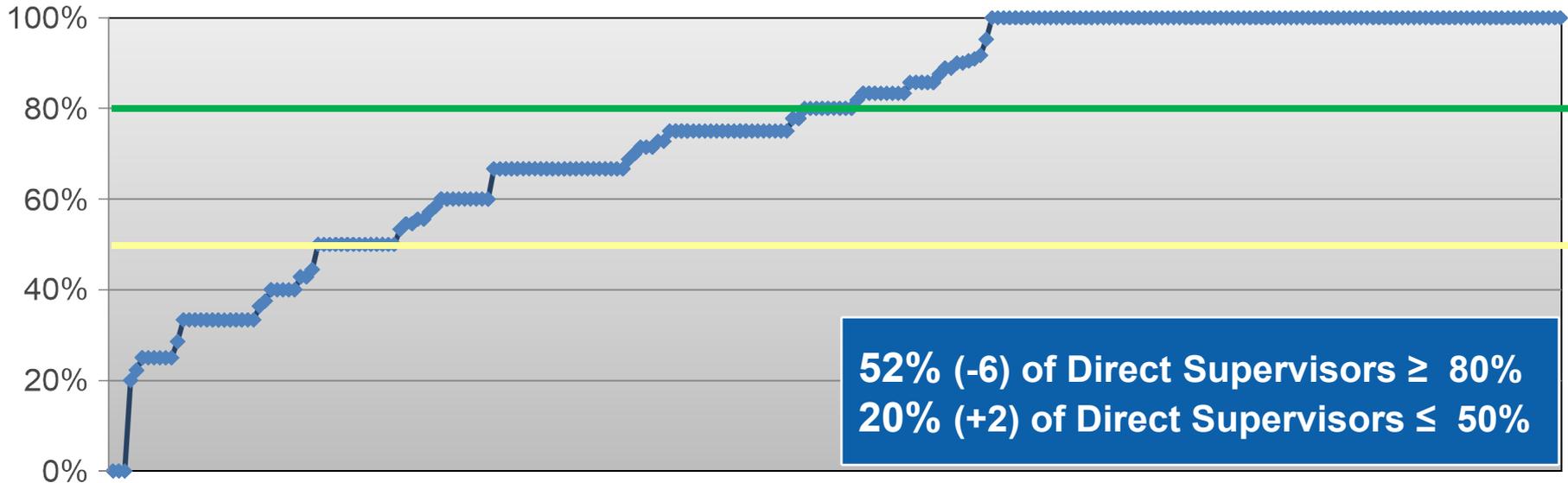


# Direct Supervisor Scale Percent Engaged

2015 2017 2019



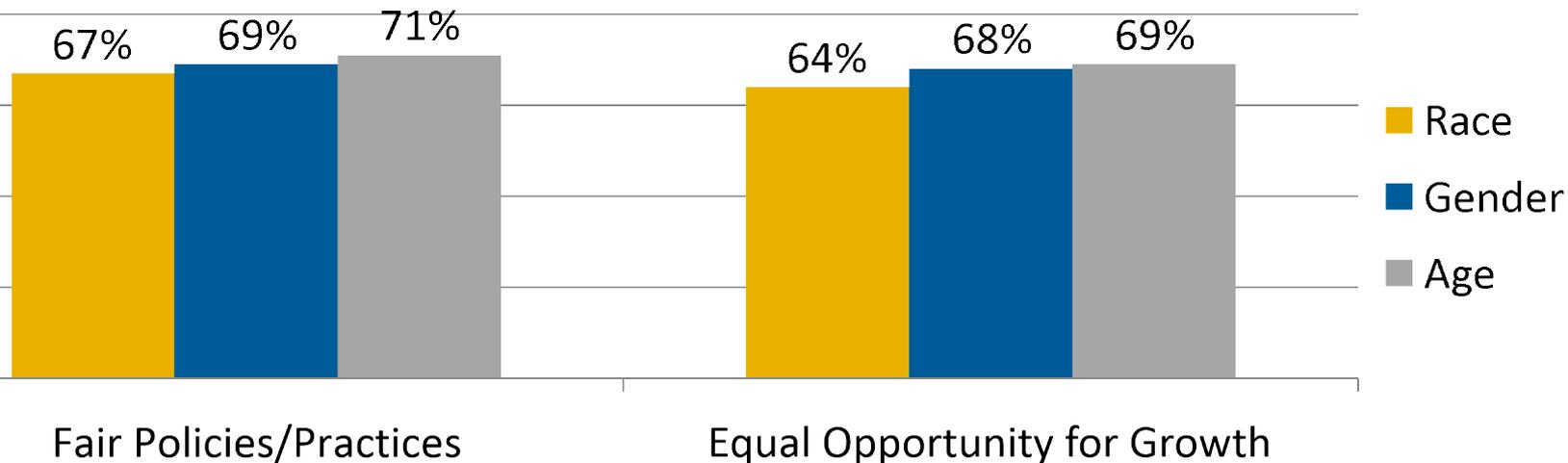
# Direct Supervisor Scale Distribution



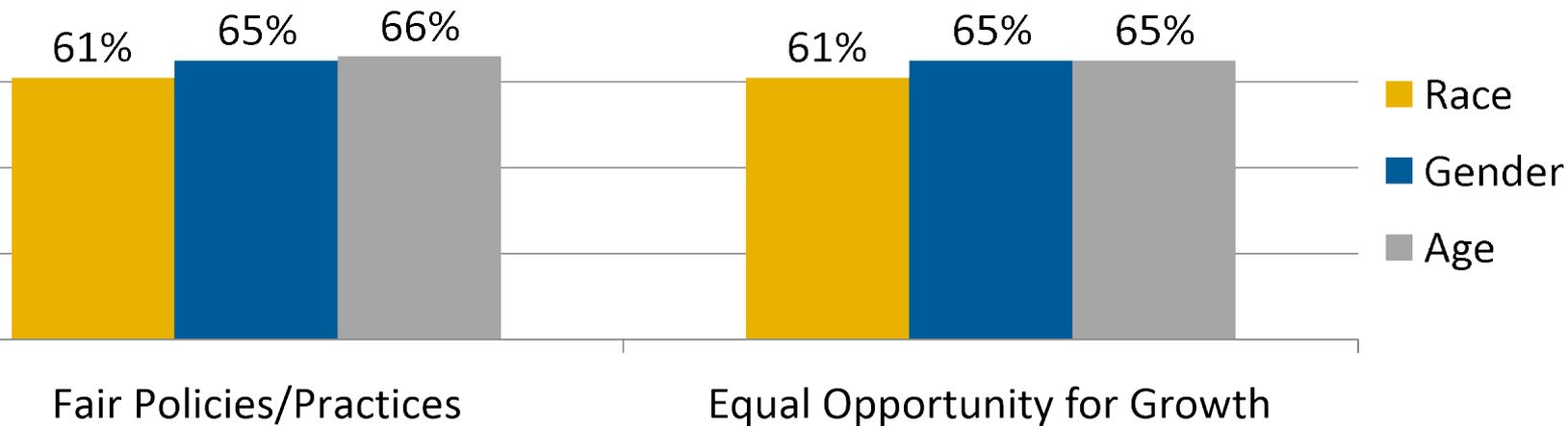
## Leader Insights

- **59%** of direct supervisors improved or stayed at 80% or above (94 of 158)
- **41%** of direct supervisors declined or stayed the same since last administration (64 of 158)
- Direct Supervisor scores **increased** by an average of **1 point**

### Department Management



### City of Durham



# Recommendations Summary

## 1. Maintain Momentum

1. Market success and actions taken; share new focus areas
2. Recognize leaders who improved or maintained a high score (80% and above)
3. Focus on low leaders; particularly the 41% who declined in Leader Engagement
  - A. Inspect action plans: 1) Select low items 2) Plan new behaviors
4. Continue to hold all leaders accountable for follow-up activities
5. Stay focused on previous focus areas that improved, but are still low:
  - A. Department Management Perception
  - B. Compensation

## 2. Continued Areas of Focus for City and Department Management

1. Reinforce City values throughout the employee lifecycle, incorporating them into various employee communications and processes. Determine creative ways to integrate these values into your standard communications.
2. Ensure ongoing commitment to executing employee recognition and employee appreciation practices, formalizing these for celebrating team and individual successes when possible

# Recommendations Summary

## 3. New Areas of Focus for City and Department Management

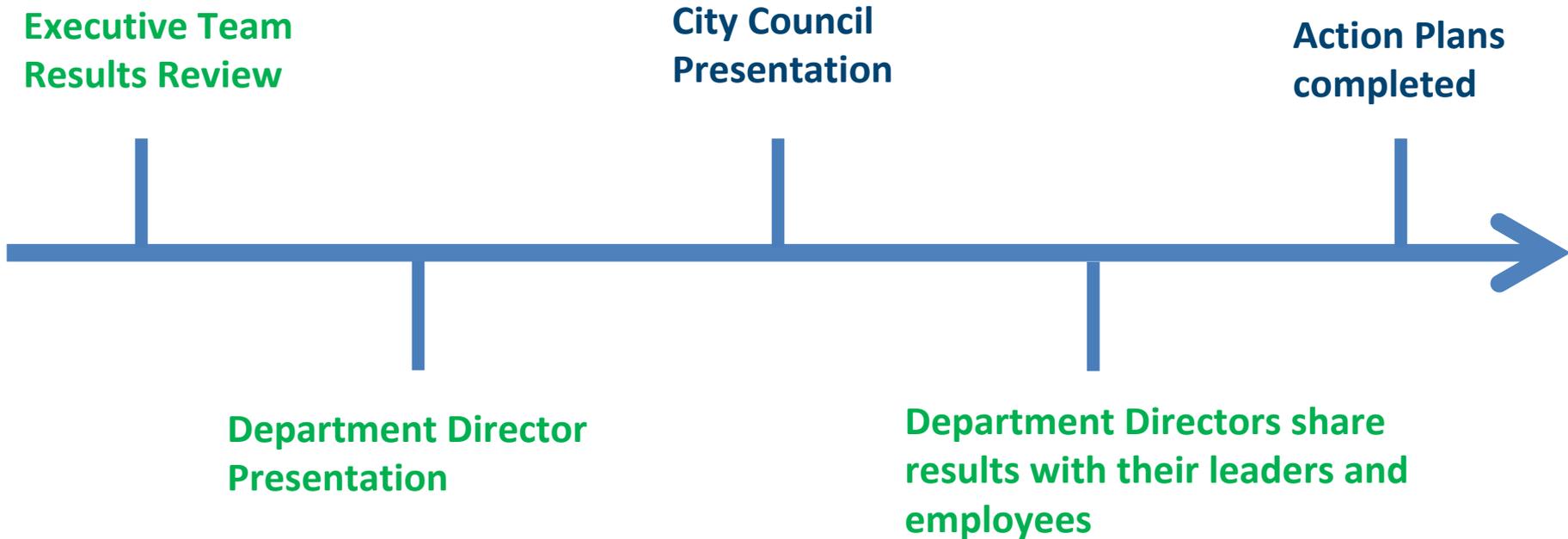
1. Focus on the relationship between senior leaders and front-line leaders
2. Questions to Ask & Resulting Actions to Take:
  - A. Am I communicating the strategic vision with clarity?
    - I. Set goals for leaders that are achievable, are measured, and have deadlines
  - B. Does everyone know their responsibilities and how to achieve them?
    - I. Clarify expectations – both quantity of work and quality standards
  - C. Am I addressing all the constituencies needed to drive change?
    - I. Eliminate barriers to completing these goals
    - II. Consistently apply policies to all employees in all scenarios
  - D. Is my team up to the task?
    - I. Provide appropriate resources to aid accomplishing goals
  - E. Does the organization have the leadership skill sets?
    - I. Provide leaders with appropriate autonomy and authority to deliver on goals

# Recommendations Summary

## 4. Leverage the Strength of “Direct Supervisor” Relationships

1. Improve the organizational communication strategy by empowering leaders at all levels to share down messages:
  - A. Give leaders advance notice and communicate the “why” behind organizational changes and decisions
  - B. Provide leaders with talking points and a point of contact if they need assistance answering questions from their team members
  - C. Create opportunities for supervisors to provide upward feedback
2. Provide training for any leader who is not fully prepared to describe a team member’s compensation, the components of the compensation, and how to access all applicable benefits and services

# Results Presentation Timeline



# Appendix



Equity Scales (Race)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Race						
<p><b>My department</b> provides equal opportunities for growth and development for all employees regardless of race.</p>	67%	74%	74%	57%	64%	67%
<p>In <b>my department</b> policies and practices result in fair outcomes for employees of all racial groups.</p>	64%	71%	75%	65%	61%	64%
<p>City of Durham policies and practices result in fair outcomes for employees of all racial groups.</p>	61%	64%	66%	59%	59%	63%
<p>The City of Durham (as an employer) is making progress in providing fair outcomes for all employees of all racial groups.</p>	61%	64%	67%	57%	58%	62%

Equity Scales (Age)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
Age						
<b>My department</b> provides equal opportunities for growth and development for all employees regardless of employee age.	71%	78%	75%	62%	70%	69%
In <b>my department</b> policies and practices result in fair outcomes for employees of all age groups.	69%	77%	75%	68%	68%	68%
City of Durham policies and practices result in fair outcomes for employees of all age groups.	66%	70%	71%	59%	65%	66%
The City of Durham (as an employer) is making progress in providing fair outcomes for all employees of all age groups.	65%	73%	67%	62%	63%	65%

Equity Scales (Gender)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
<b>Gender</b>						
<p><b>My department</b> provides equal opportunities for growth and development for all employees regardless of employee gender.</p>	69%	74%	76%	70%	66%	69%
<p>In <b>my department</b> policies and practices result in fair outcomes for employees of all gender groups.</p>	68%	77%	75%	70%	64%	68%
<p>City of Durham policies and practices result in fair outcomes for employees of all gender groups.</p>	65%	72%	71%	62%	61%	67%
<p>The City of Durham (as an employer) is making progress in providing fair outcomes for all employees of all gender groups.</p>	65%	70%	70%	62%	61%	67%

Satisfaction at Work Scale		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>66%</b> <b>(+6)</b>	76% (+15)	68% (+1)	76% (-2)	64% (+15)	66% (nc)
	* I am willing to put in a great deal of effort beyond what is normally expected of me.	<b>91%</b> <b>(+4)</b>	96% (+3)	92% (-1)	92% (+3)	86% (+8)	94% (+2)
	I have a good friend at work.	<b>77%</b> <b>(+4)</b>	79% (+4)	74% (nc)	78% (+2)	<b>81%</b> <b>(+3)</b>	74% (+5)
	Overall I am very satisfied at work.	<b>65%</b> <b>(+5)</b>	79% (+14)	70% (+2)	62% (-11)	60% (+14)	67% (nc)
	* I rarely think about looking for a new job outside the City organization.	<b>56%</b> <b>(+5)</b>	65% (+10)	60% (+2)	73% (-3)	56% (+16)	52% (-3)

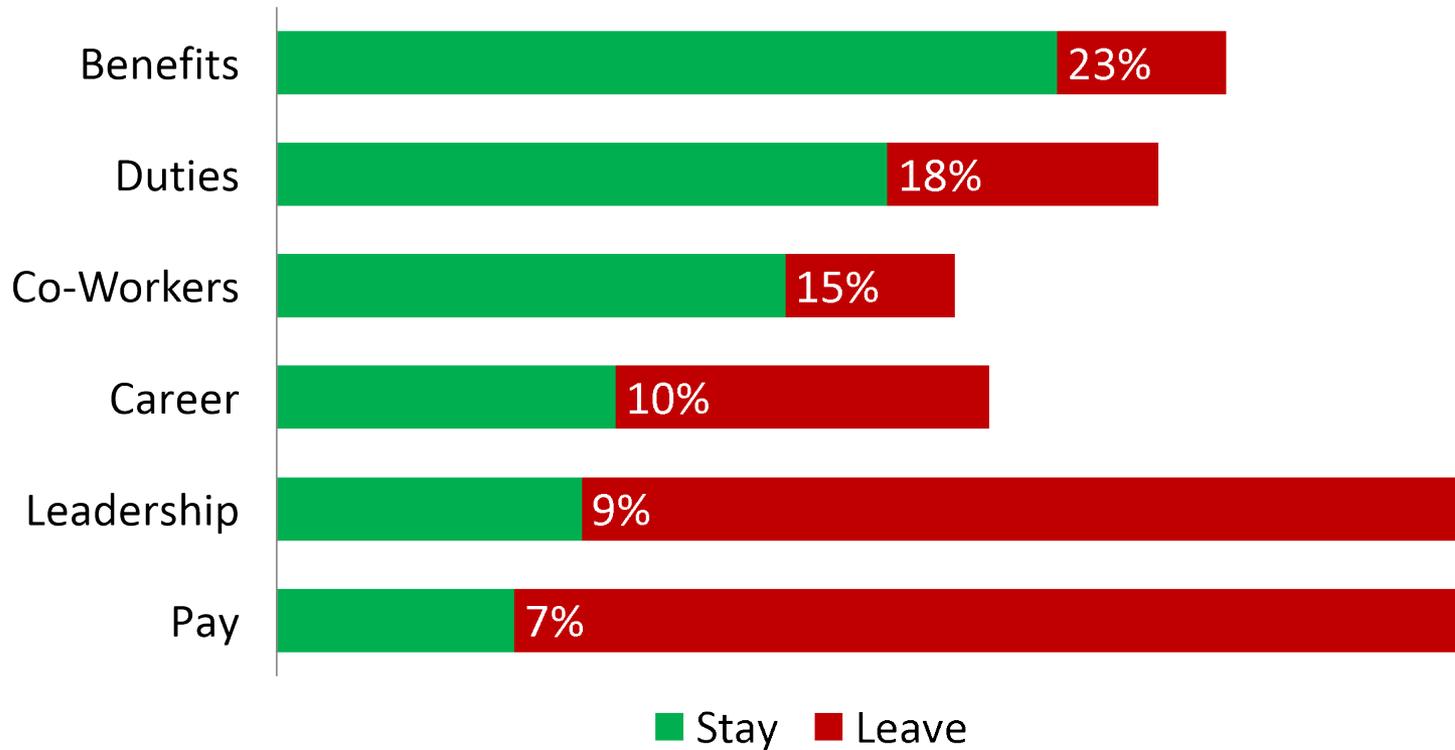
\* Item also included in Employee Engagement Scale

# Intended Length of Stay

372 employees within high or very high risk leave categories

	Very Low Risk Stay for more than 10 years	Low Risk Stay for 5 to 10 years	Moderate Risk Stay for 3 to 5 years	High Risk Stay for 1 to 3 years	Very High Risk Stay for less than 1 year
<b>The City</b>	<b>39% (660)</b>	<b>26% (441)</b>	<b>14% (229)</b>	<b>16% (272)</b>	<b>6% (100)</b>
Admin & Support	30% (34)	36% (41)	15% (17)	14% (16)	5% (6)
Community Building	32% (55)	25% (43)	16% (27)	19% (33)	8% (13)
Governance	24% (9)	19% (7)	24% (9)	27% (10)	5% (2)
Public Safety	45% (314)	26% (177)	12% (84)	12% (86)	5% (32)
Public Services	36% (248)	25% (172)	13% (92)	19% (127)	7% (47)

# Free Responses: Stay & Leave Themes



Category	Themes
Benefits	Retirement, health insurance
Duties	Enjoy the work, making a difference in the community
Co-Workers	Enjoy their co-workers/team members
Career	Opportunities for growth and advancement, stability

Category	Themes
Pay	Higher pay, concerned about proposed pay scale
Leadership	Lack of support from management and City Council, unfair treatment
Career	Lack of growth opportunities and upward advancement
Duties	Reclassification, heavy workload, understaffing

# Core Values

What Core Value would you ADD?	
None	32% (209)
Equal Treatment	9% (61)
Respect	5% (35)
Diversity/Inclusion	5% (32)
Transparent	4% (28)
Honesty	4% (28)
Innovation/Progress	4% (26)

\*Out of 648 applicable responses

What Core Value would you DELETE?	
None	66% (802)
Fairness	9% (113)
Our employees	8% (101)
Open Communication	7% (89)
Integrity	4% (50)
Leadership	2% (29)
Teamwork	2% (20)
Customer Service	1% (17)

\*Out of 1221 applicable responses

# Employee Net Promoter Score (ENPS)

- Measures employees' willingness to recommend the organization as a good place to work
- Scale: (negative) -100 to (positive) +100

**ENPS Calculation = (Promoters – Detractors) ÷ Total # of Respondents**

## Detractors

1-6 Rating

- Negative referral & feedback
- Reduce motivation & pride
- Diminished loyalty

## Passives

7-8 Rating

- Rarely recommend
- Passively satisfied
- Loyalty unstable & short-term

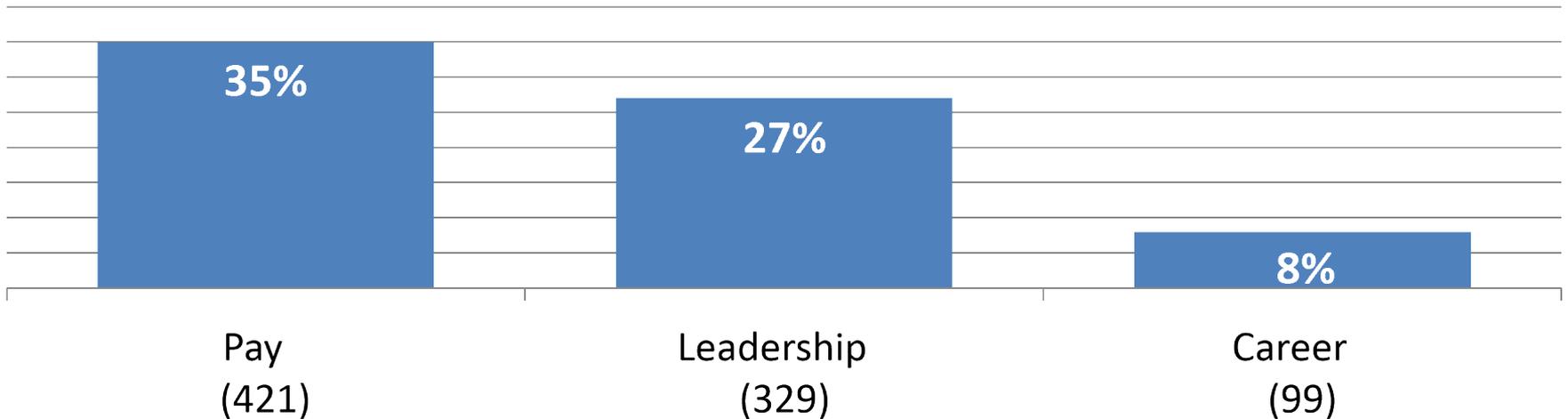
## Promoters

9-10 Rating

- Proud to recommend
- Enthusiastic
- Loyal

# ENPS Free Responses Themes

What would increase your willingness to recommend as a good place work?



Category (responses)	Themes
<b>Pay</b>	Higher, more competitive pay; fix the new pay bands
<b>Leadership</b>	Increased support and appreciation from management and City Council; fair treatment; improved communication
<b>Career</b>	More opportunities for growth and advancement; equal opportunities

\*Out of 1215 applicable responses

Employee Engagement		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>64%</b> <b>(+6)</b>	83% (+18)	67% (+1)	70% (-11)	57% (+12)	66% (+1)
↑	I am willing to put in a great deal of effort beyond what is normally expected of me.	<b>91%</b> <b>(+4)</b>	96% (+3)	92% (-1)	92% (+3)	86% (+8)	94% (+2)
↑	At work, I have the opportunity to do what I do best every day.	<b>75%</b> <b>(+3)</b>	89% (+10)	76% (+1)	76% (nc)	71% (+7)	77% (+2)
↑	I receive the materials, equipment, and technology I need to do my job well.	<b>69%</b> <b>(+2)</b>	84% (+6)	74% (+3)	76% (-2)	61% (+4)	72% (nc)
↑	When I tell my friends where I work, I feel proud.	<b>69%</b> <b>(+2)</b>	83% (+10)	75% (-1)	76% (-2)	65% (+11)	70% (-4)
↑	I rarely think about looking for a new job outside the City organization.	<b>56%</b> <b>(+5)</b>	65% (+10)	60% (+2)	73% (-3)	56% (+16)	52% (-3)

City Management		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>39%</b> <b>(-2)</b>	53% (-12)	54% (-5)	57% (-13)	24% (+8)	47% (-4)
	City Management consistently demonstrates delivering quality customer service is a high priority.	<b>55%</b> <b>(-3)</b>	72% (-3)	70% (-8)	73% (-13)	42% (+6)	62% (-5)
	City Management shows respect for employees.	<b>54%</b> <b>(-3)</b>	67% (-11)	68% (-7)	65% (-13)	43% (+8)	60% (-7)
	I trust City Management to make decisions that are in the best interest of the organization.	<b>43%</b> <b>(-5)</b>	66% (-10)	58% (-5)	59% (-14)	27% (+5)	52% (-7)
	City Management is open, honest, and transparent.	<b>41%</b> <b>(-3)</b>	50% (-23)	54% (-3)	49% (-14)	31% (+9)	47% (-5)
	My opinions matter to City Management.	<b>34%</b> <b>(-3)</b>	46% (-10)	46% (-9)	51% (-22)	20% (+3)	43% (-1)
	I believe the City Council appreciates me.	<b>34%</b> <b>(-2)</b>	55% (-3)	49% (-6)	54% (-8)	17% (+3)	43% (-1)

Department Management (Slide 1)		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>43%</b> <b>(nc)</b>	62% (+5)	53% (-5)	54% (-16)	30% (+5)	48% (-2)
↑	My Department Management demonstrates a commitment to diversity and inclusion.	<b>69%</b> <b>(+3)</b>	75% (nc)	75% (+1)	70% (-8)	67% (+12)	68% (-3)
↑	My Department Management respects me.	<b>64%</b> <b>(+2)</b>	77% (+1)	73% (-2)	65% (-21)	56% (+13)	69% (-2)
↑	My Department Management supports a balance between work and personal life.	<b>60%</b> <b>(+3)</b>	79% (+9)	68% (-8)	81% (+8)	47% (+8)	66% (+3)
↑	My Department Management encourages me to come up with new and better ways of doing things.	<b>58%</b> <b>(+1)</b>	78% (+3)	70% (-1)	65% (-5)	44% (+6)	66% (nc)
↑	My Department Management does a good job of communicating and keeping us informed.	<b>54%</b> <b>(+1)</b>	76% (+2)	63% (-3)	62% (nc)	41% (+7)	61% (-1)
↑	My Department Management recognizes strong job performance.	<b>54%</b> <b>(+3)</b>	72% (+7)	61% (-1)	68% (-2)	45% (+10)	58% (+1)
↑	I trust my Department Management to make decisions that are in the best interest of the Department.	<b>53%</b> <b>(+1)</b>	68% (+3)	65% (-2)	62% (-14)	43% (+8)	58% (-2)
↑	In my Department, I feel I can question a policy or practice, without fear of being penalized.	<b>51%</b> <b>(+1)</b>	65% (-3)	64% (-1)	62% (-8)	41% (+11)	56% (-2)
↑	My Department Management treats everyone fairly.	<b>49%</b> <b>(+4)</b>	61% (+6)	58% (-2)	59% (-3)	39% (+12)	53% (nc)

Department Management (Slide 2)		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
			<b>43% (nc)</b>	62% (+5)	53% (-5)	54% (-16)	30% (+5)
	In my department, supervisors and employees regularly discuss the ethical behaviors and anti-fraud expectations at the City.	<b>49% (NA)</b>	58% (NA)	57% (NA)	38% (NA)	41% (NA)	55% (NA)
	I feel my Department Management addressed issues indicated in the previous Employee Opinion Survey.	<b>42% (+1)</b>	60% (nc)	52% (-6)	53% (-4)	28% (+4)	49% (nc)
	I am satisfied with the process my Department Management uses to determine promotions and pay increases.	<b>38% (nc)</b>	54% (+5)	43% (-5)	49% (-5)	32% (+6)	40% (-2)

	Team Member	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>76% (+4)</b>	84% (-1)	75% (nc)	78% (-3)	77% (+6)	75% (+5)
↑	My team members communicate effectively with me.	<b>83% (+3)</b>	89% (-5)	83% (nc)	86% (+5)	84% (+5)	82% (+5)
↑	My team members deliver quality work and put forth extra effort to help our organization succeed.	<b>83% (+3)</b>	89% (-2)	84% (nc)	92% (+6)	83% (+6)	82% (+2)
↑	My team members demonstrate and support a strong ethical culture in the workplace.	<b>82% (+6)</b>	87% (-3)	82% (+6)	92% (+11)	84% (+7)	79% (+6)
↑	My team members demonstrate interest and concern for my personal well-being.	<b>82% (+4)</b>	90% (nc)	79% (-2)	86% (+10)	82% (+4)	80% (+5)
↑	My team members value and support my work and career goals.	<b>81% (+3)</b>	83% (-5)	83% (+5)	76% (+3)	81% (+3)	80% (+3)
↑	While working on assigned tasks, my team members do not just participate; they seem engaged in their tasks.	<b>81% (+3)</b>	88% (nc)	80% (-1)	78% (nc)	80% (+5)	82% (+6)
↑	My team members provide the support I need to be able to succeed.	<b>80% (+5)</b>	85% (nc)	78% (+4)	81% (+3)	81% (+5)	78% (+5)
↑	I understand how my team contributes to the Department Strategic Plan.	<b>75% (+3)</b>	85% (+1)	78% (-1)	70% (-6)	70% (+7)	78% (+4)
↑	I understand how my team contributes to the City Strategic Plan.	<b>73% (+4)</b>	86% (nc)	80% (-1)	73% (-11)	65% (+8)	76% (+4)
↑	When there are problems or issues in my team, my team members discuss them without blaming others.	<b>70% (+2)</b>	75% (-2)	73% (nc)	68% (-5)	71% (+2)	69% (+5)

	Job (Slide 1)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>64%</b> <b>(+6)</b>	82% (+16)	64% (+3)	57% (-16)	58% (+12)	67% (+1)
↑	I understand what is expected of me at work.	<b>87%</b> <b>(+3)</b>	93% (+3)	84% (-1)	86% (+5)	84% (+6)	89% (+1)
▬	My job is challenging and interesting.	<b>86%</b> <b>(nc)</b>	91% (+3)	84% (-3)	81% (-3)	88% (+1)	85% (nc)
	I would report a perpetrator of unethical behavior without regard to their position, performance or length of service.	<b>83%</b> <b>(NA)</b>	88% (NA)	81% (NA)	81% (NA)	83% (NA)	82% (NA)
↑	My job makes good use of my skills and abilities.	<b>81%</b> <b>(+2)</b>	89% (+4)	78% (-3)	84% (+3)	80% (+5)	81% (nc)
↑	I feel physically safe in my work environment.	<b>80%</b> <b>(+1)</b>	88% (nc)	88% (+4)	89% (nc)	76% (+5)	80% (-2)
↑	I feel empowered to make decisions to perform my job effectively.	<b>77%</b> <b>(+5)</b>	86% (+8)	81% (+3)	84% (+8)	72% (+9)	80% (+3)
↑	* At work, I have the opportunity to do what I do best every day.	<b>75%</b> <b>(+3)</b>	89% (+10)	76% (+1)	76% (nc)	71% (+7)	77% (+2)
↑	I receive the training needed to perform my job effectively.	<b>75%</b> <b>(+3)</b>	84% (+8)	67% (+1)	68% (-8)	73% (+7)	78% (nc)
↑	I understand how my work contributes to the Department Strategic Plan.	<b>75%</b> <b>(+2)</b>	87% (+5)	76% (-3)	68% (-5)	69% (+8)	78% (-2)

\* Item also included in Employee Engagement Scale

	Job (Slide 2)	The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>64%</b> <b>(+6)</b>	82% (+16)	64% (+3)	57% (-16)	58% (+12)	67% (+1)
↑	I receive clear instructions and the information I need to perform my job well.	<b>74%</b> <b>(+6)</b>	82% (+13)	71% (+2)	70% (-8)	68% (+8)	78% (+5)
↑	I understand how my work contributes to the City Strategic Plan.	<b>71%</b> <b>(+1)</b>	87% (+2)	76% (-4)	65% (-13)	61% (+7)	78% (nc)
↑	* I receive the materials, equipment, and technology I need to do my job well.	<b>69%</b> <b>(+2)</b>	84% (+6)	74% (+3)	76% (-2)	61% (+4)	72% (nc)
↑	There is someone at work (besides my direct supervisor) who encourages my professional development.	<b>68%</b> <b>(+5)</b>	77% (+19)	68% (+3)	51% (nc)	68% (+8)	68% (+1)
▬	I am satisfied with the benefits (health insurance, etc.) I have working with the City.	<b>66%</b> <b>(nc)</b>	89% (+1)	75% (-3)	89% (+11)	57% (+6)	67% (-4)
▬	At work, I have sufficient opportunities for professional development.	<b>63%</b> <b>(nc)</b>	78% (+9)	63% (nc)	59% (-8)	59% (+4)	64% (-4)
↑	I have opportunities to advance within the organization.	<b>55%</b> <b>(+4)</b>	53% (+9)	43% (+1)	30% (-5)	61% (+5)	54% (+2)
↑	My pay is proportional to the contributions that I make.	<b>41%</b> <b>(+2)</b>	53% (+2)	50% (+4)	57% (-2)	36% (+7)	41% (-1)

\* Item also included in Employee Engagement Scale

## Direct Supervisor (Slide 1)

		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>79%</b> <b>(+2)</b>	85% (+4)	76% (+6)	59% (-15))	80% (+1)	78% (+1)
	My direct supervisor consistently demonstrates a commitment to quality work.	<b>87%</b> <b>(+2)</b>	95% (+4)	83% (-1)	79% (-7)	86% (+2)	87% (+2)
	My direct supervisor provides me flexibility and choice in how I do my work.	<b>86%</b> <b>(+1)</b>	97% (+7)	88% (+1)	76% (-10)	87% (+3)	85% (+1)
	My direct supervisor demonstrates a commitment to diversity and inclusion.	<b>85%</b> <b>(+3)</b>	95% (+6)	84% (+5)	85% (-4)	86% (+3)	83% (+2)
	My direct supervisor communicates changes that will affect my work and me.	<b>83%</b> <b>(+3)</b>	88% (-1)	81% (+7)	65% (-15)	84% (+3)	83% (+4)
	My direct supervisor is caring and concerned for me as an individual.	<b>83%</b> <b>(+2)</b>	88% (+2)	84% (+9)	76% (-10)	84% (+2)	80% (nc)
	My direct supervisor shows appreciation when I put in extra time and effort.	<b>82%</b> <b>(+2)</b>	88% (+3)	79% (+4)	76% (-10)	84% (+3)	80% (+1)
	My direct supervisor helps me to solve problems at work.	<b>82%</b> <b>(-1)</b>	86% (-2)	83% (+5)	62% (-18)	84% (-1)	81% (-2)
	My direct supervisor accepts personal accountability for the performance and outcome of our work unit.	<b>80%</b> <b>(+2)</b>	86% (+4)	79% (+6)	71% (-12)	82% (+5)	79% (nc)
	My direct supervisor follows through by implementing recommendations and feedback from employees.	<b>80%</b> <b>(+3)</b>	87% (+7)	77% (+6)	56% (-21)	81% (+1)	79% (+2)

## Direct Supervisor (Slide 2)

		The City	Admin & Support	Community Building	Governance	Public Safety	Public Services
		<b>79%</b> <b>(+2)</b>	85% (+4)	76% (+6)	59% (-15))	80% (+1)	78% (+1)
	My direct supervisor provides guidance to me so I can improve my performance.	<b>80%</b> <b>(+3)</b>	84% (+3)	78% (+7)	68% (-3)	81% (+2)	79% (+2)
	My direct supervisor holds team members appropriately accountable for performance.	<b>78%</b> <b>(+1)</b>	80% (+2)	77% (+5)	62% (-12)	81% (+2)	77% (nc)
	My direct supervisor provides me with actionable suggestions on what I can do to improve.	<b>78%</b> <b>(+2)</b>	85% (+5)	74% (+4)	59% (-7)	79% (+3)	77% (nc)
	My direct supervisor is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.	<b>75%</b> <b>(+4)</b>	82% (+12)	70% (+8)	50% (-16)	77% (+4)	74% (nc)

# Race

Scores in **Red** are below the organization's score

Race	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
A (24)	67%	67%	71%	88%	71%	83%	75%	46%	17
B (636)	65%	44%	41%	70%	62%	74%	66%	33%	2
H (67)	64%	40%	42%	70%	67%	78%	63%	61%	7
I (5)	80%	20%	60%	100%	80%	75%	60%	40%	-40
W (964)	62%	35%	43%	80%	64%	82%	67%	40%	-12

# Gender

Scores in **Red** are below the organization's score

Gender	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
F (535)	65%	42%	43%	71%	59%	74%	66%	31%	-6
M (1167)	63%	37%	42%	79%	65%	81%	67%	43%	-6

# Employee Status

Scores in **Red** are below the organization's score

Employee Status	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
B (3)	100%	67%	100%	100%	100%	100%	100%	100%	33
F (1633)	63%	38%	42%	77%	63%	78%	66%	39%	-7
P (46)	65%	57%	67%	63%	65%	89%	67%	17%	26
P1 (14)	71%	64%	57%	86%	57%	93%	71%	29%	43
P3 (5)	60%	40%	40%	60%	60%	100%	60%	20%	-60

# Employee Type

Scores in **Red** are below the organization's score

Employee Type	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
Executive (54)	96%	70%	85%	96%	94%	89%	87%	11%	57
Exempt (328)	71%	52%	57%	84%	73%	78%	70%	30%	4
Fire Dept (187)	73%	38%	42%	91%	67%	87%	81%	60%	24
General Employee (705)	61%	41%	41%	69%	59%	73%	62%	38%	-9
Parks and Recreation (61)	66%	57%	62%	66%	62%	92%	67%	21%	23
Part Time (7)	86%	71%	86%	100%	86%	86%	86%	43%	57
Police (357)	50%	13%	23%	74%	56%	82%	60%	44%	-41

# Job Class

Scores in **Red** are below the organization's score

Job Class	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	ENPS
Admin Support (179)	65%	41%	48%	66%	55%	70%	67%	31%	-1
Officials/Admin (157)	87%	60%	72%	91%	87%	84%	83%	25%	36
Paraprofessionals (52)	60%	42%	42%	56%	54%	76%	52%	29%	-8
Professionals (287)	68%	49%	51%	82%	68%	81%	68%	28%	-2
Protect/Serve (456)	55%	19%	26%	79%	59%	84%	64%	53%	-27
Service/Maint (171)	61%	48%	40%	68%	61%	67%	64%	49%	-6
Skilled Craft (174)	64%	43%	41%	72%	64%	74%	64%	39%	-2
Technicians (225)	61%	38%	43%	75%	61%	81%	65%	35%	-4

# Pay Group

Scores in **Red** are below the organization's score

Pay Group	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	ENPS
\$35 – 44k (393)	56%	36%	36%	72%	55%	79%	61%	53%	-7
\$45 – 54k (337)	61%	37%	36%	73%	60%	79%	62%	43%	-14
\$55 – 64k (318)	64%	35%	42%	76%	67%	77%	67%	38%	-6
\$65 – 79k (294)	61%	32%	41%	81%	65%	80%	58%	27%	-18
\$80 – 99k (132)	75%	41%	51%	84%	74%	79%	77%	27%	4
<\$35k (138)	65%	57%	51%	69%	62%	73%	68%	41%	11
>\$100k (89)	92%	65%	73%	92%	87%	84%	83%	17%	31

# Tenure

Scores in **Red** are below the organization's score

Tenure	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
<1 (88)	74%	56%	65%	77%	72%	78%	76%	51%	20
1-2 (164)	66%	44%	46%	74%	63%	79%	63%	49%	7
3-4 (328)	60%	44%	45%	78%	63%	82%	64%	43%	-1
5-9 (304)	59%	33%	41%	75%	60%	80%	62%	47%	-17
10-14 (329)	62%	37%	38%	79%	65%	76%	66%	49%	-14
15-20 (232)	65%	34%	37%	73%	63%	76%	69%	30%	-8
20-24 (181)	65%	32%	40%	75%	62%	80%	72%	8%	-13
25-29 (43)	63%	42%	42%	79%	65%	67%	63%	9%	9
30+ (32)	87%	59%	56%	87%	78%	81%	87%	6%	31

# Performance Rating

Scores in **Red** are below the organization's score

Rating	Employee Engagement Index	City Management Scale	Department Management Scale	Team Member Scale	Job Scale	Direct Supervisor Scale	Satisfaction Scale	Intent to Stay (High)	Employee Net Promoter Score (ENPS)
Exceeds/Exceeds (409)	71%	46%	54%	81%	73%	82%	72%	35%	2
Exceeds/Meets (264)	66%	32%	39%	78%	65%	77%	70%	43%	-5
Meets/Exceeds (157)	64%	38%	42%	77%	65%	82%	64%	29%	-16
Meets/Meets (693)	56%	34%	33%	73%	56%	75%	60%	40%	-16
DNM (13)	62%	31%	31%	69%	54%	62%	69%	38%	-8
Unavailable (165)	73%	52%	61%	78%	70%	84%	75%	47%	24

# Next Steps for Senior Leaders

## DECIDE

- Groups, Issues, People you will address

## COMMUNICATE

- Send Senior Leader memo, thanking employees for participation and highlighting strengths and areas to address

## ACTION PLAN

- How to address focus areas with success goals within your group and as an individual leader

## IMPLEMENT

- Be tenacious in execution and hold others appropriately accountable

# What Are **You and Your Leaders** Being Asked To Do?

1) Review report – within 1 week of receiving results



2) Meet with Leader – within 2 weeks of receiving results



3) Meet with Team to review results – within 3 weeks of receiving results  
Ask “Start, Stop & Continue” questions



4) Develop action plan and submit online – within 4-5 weeks of receiving results



5) Manage differently based on results and feedback - ONGOING